

City of Morro Bay

City Council Agenda

Mission Statement

The City of Morro Bay is dedicated to the preservation and enhancement of the quality of life. The City shall be committed to this purpose and will provide a level of municipal service and safety consistent with and responsive to the needs of the public.

**NOTICE OF
SPECIAL MEETING
TUESDAY, JANUARY 12, 2016
MORRO BAY VETERAN'S HALL – 4:00 P.M.
209 SURF STREET, MORRO BAY, CA**

ESTABLISH QUORUM AND CALL TO ORDER


PUBLIC COMMENT RE: ITEMS ON THE AGENDA

SPECIAL MEETING AGENDA ITEM:

- I. STUDY SESSION TO DISCUSS FY 16/17 PROGRAM OBJECTIVES ASSOCIATED WITH THE ADOPTED CITY GOALS

ADJOURNMENT

DATED: January 7, 2016



Jamie L. Irons, Mayor

MATERIALS RELATED TO AN ITEM ON THIS AGENDA SUBMITTED TO THE CITY COUNCIL AFTER DISTRIBUTION OF THE AGENDA PACKET ARE AVAILABLE FOR PUBLIC INSPECTION AT CITY HALL LOCATED AT 595 HARBOR STREET; MORRO BAY LIBRARY LOCATED AT 625 HARBOR STREET; AND MILL'S COPY CENTER LOCATED AT 495 MORRO BAY BOULEVARD DURING NORMAL BUSINESS HOURS.

IN COMPLIANCE WITH THE AMERICANS WITH DISABILITIES ACT, IF YOU NEED SPECIAL ASSISTANCE TO PARTICIPATE IN A CITY MEETING, PLEASE CONTACT THE CITY CLERK'S OFFICE AT LEAST 24 HOURS PRIOR TO THE MEETING TO INSURE THAT REASONABLE ARRANGEMENTS CAN BE MADE TO PROVIDE ACCESSIBILITY TO THE MEETING.



AGENDA NO: I

MEETING DATE: January 12, 2016

Staff Report

TO: Honorable Mayor and City Council

DATE: January 7, 2016

FROM: Dave Buckingham, City Manager

SUBJECT: Study Session to Discuss FY 16/17 Program Objectives Associated with the Adopted City Goals

BACKGROUND/DISCUSSION

The purpose of the January 12, 2016 study session is to begin a community discussion that will result in the City Council adopting our City of Morro Bay Program / Budget *Objectives* for the Budget Year July 2016 – June 2017.

- a) The City of Morro Bay strategic planning framework, adopted by the City Council on December 8, 2015, directs the timings for development of City Goals and Objectives.
- b) In accordance with that policy, the City's 10 existing goals remain in place. They will be reviewed and modified in January of 2017.
- c) Study sessions in January 2016 and Council agenda items in Feb 2016, both informed by robust community input, will result in the City's 2016/17 Program / Budget Objectives.
- d) The objectives associated with each goal identify a number of specific objectives the City intends to accomplish in the July 2016 to June 2017 time period. Accomplishing these objectives, however, is dependent on adequate resourcing – both staff time and money. Thus, some objectives may not be completed if adequate resources are not allocated during the fiscal year 2016/2017 budget process. The following cut from the City's strategic planning framework (attached) provides some additional explanation on how objectives fit into the our goals and core tasks:
 - **City Core Tasks.** Core tasks are functions that we should always be doing well and they should be addressed in our City mission statement. A core task might be: "Maintain City Infrastructure", or Provide Public Safety."
 - **City Goals.** Goals are broad projects we want to accomplish over a long-term (4-6 year) period, usually because they are big enough and broad enough they can't be accomplished in a year or two. An example of a goal is: "Improve Streets".
 - **City Objectives.** Biennial objectives are specific, discreet, medium-term (1-2 year) projects that

Prepared By: DWB

City Manager Review: DWB

support a more general goal, are feasible and achievable if appropriately resourced, and can be directly budgeted against. An example of an Objective related to the Goal “Improve Streets” could be: “Repave 10% of streets in FY16/17 and FY 17/18.

- e) City staff intends to develop simple action plans, including milestones and basic metrics, for each adopted objective. Thus, objectives should be discreet and measurable.

The January 12th study session will be an initial discussion, with staff reviewing an initial list of possible objectives, the public providing critical input, and the Council discussing and providing direction to subsequent Goal and Objective setting sessions.

The City’s Strategic Planning Framework is attached, as is an initial list of possible objectives intended to start the discussion. Many of the possible objectives presented were generated by numerous and various inputs the staff has received from residents, visitors, Advisory Boards, and the City Council.

ATTACHMENTS

1. City Of Morro Bay Strategic Planning Policy (Framework)
2. Initial draft list of possible FY 2016/17 Goals and Objectives

RESOLUTION NO. 72-15

**RESOLUTION OF THE CITY COUNCIL OF
THE CITY OF MORRO BAY, CALIFORNIA,
ESTABLISHING THE STRATEGIC PLANNING FRAMEWORK POLICY**

**THE CITY COUNCIL
City of Morro Bay, California**

WHEREAS, at the August 11, 2015, City of Morro Bay regular City Council meeting, the Council unanimously approved the Strategic Planning and Budgeting Framework concept presented and directed staff to develop a Strategic Planning Framework policy to be adopted at a future meeting; and

WHEREAS, in accordance with City Council direction, staff has prepared a Strategic Planning Framework White Paper which is attached as Exhibit A.


NOW, THEREFORE BE IT RESOLVED by the City Council of the City of Morro Bay, the Strategic Planning Framework Policy is named and established as defined in the attached Exhibit A.

PASSED AND ADOPTED by the City Council of the City of Morro Bay, at a regular meeting thereof held on the 8th day of December, 2015, by the following vote:

AYES: Irons, Headding, Johnson, Makowetski, Smukler
NOES: None
ABSENT: None



JAMIE L. IRONS, Mayor



DANA SWANSON, City Clerk



WHITE PAPER

Strategic Planning Framework

November 5, 2015

I. PURPOSE

The purpose of this paper is to describe the City of Morro Bay Strategic Planning framework. This framework, to be adopted by the City Council, provides direction on annual, biennial and quadrennial planning and budgeting tasks and processes the City will follow.

II. OVERVIEW

The City has many plans, including a General Plan (GP), Local Coastal Plan (LCP), Economic Development Strategic Plan (EDSP - under development in 2015/16), Parking Management Plan and other particular plans. Those plans are essential to provide long-term guidance for the City. And, in particular, the GP/LCP provides strategic direction not only in land-use but in many other areas.

However, the City also needs a regular process to set more general goals, and to identify specific, measurable objectives to reach those goals. This process must also ensure those objectives are considered in the annual budgeting process.

This Strategic Planning Framework does that. In general, the City Council will set / refine broad goals every four years. Every two years the Council will identify specific objectives associated with each goal for staff to complete. Every year during the budget process, those objectives will be budgeted against.

In addition to this Strategic Planning Framework, the City is developing fresh Vision, Values and Mission statements that should inform all of our planning efforts, and goal / objective setting in particular.

III. DEFINITIONS

The following definitions are important to understand the City's Strategic Planning Process:

- **City Mission Statement** – The Mission Statement is a Council-approved statement that describes the basic / essential tasks the City must provide, and a statement toward the purpose of executing these tasks. The mission statement is focused on the purpose of the City Government, not the broader community. The City mission statement might begin something like: "The City of Morro Bay provides Public Safety, Recreation, and other key municipal services in order to"
- **Community Vision and Values Statements.** Community vision and values are also Council-approved, semi-permanent statements, developed with significant community

input, that describe what we want our community to be (Vision) and what ideals our community considers of essential importance (values).

- **City Core Tasks.** Core tasks are functions that we should always be doing well and they should be addressed in our City mission statement. A core task might be: "Maintain City Infrastructure", or "Provide Public Safety".
- **City Goals.** Goals are broad projects we want to accomplish over a long-term (4-6 year) period, usually because they are big enough and broad enough they can't be accomplished in a year or two. An example of a goal is: "Improve Streets".
- **City Objectives.** Biennial objectives are specific, discreet, medium-term (1-2 year) projects that support a more general goal, are feasible and achievable if appropriately resourced, and can be directly budgeted against. An example of an Objective related to the Goal "Improve Streets" could be: "Repave 10% of streets in FY16/17 and FY 17/18".

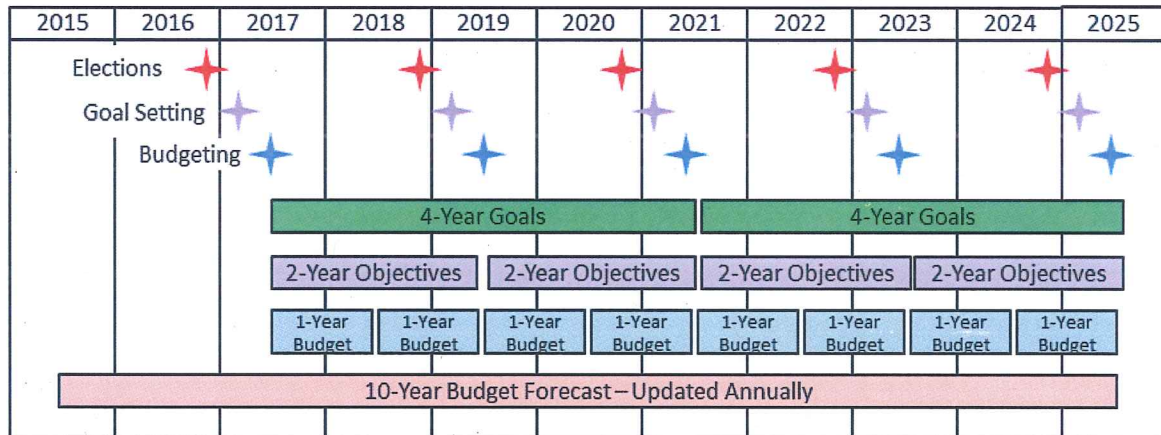
IV. PROCESS

Following is a written description of the City's Strategic Planning Framework depicted below in figure 1.

- The process begins in December of each election year with the seating of a new Council.
- The new Council begins a planning process to set biennial budget objectives for the upcoming two budget years.
- This objective-setting planning process normally occurs in January and February with two-year objectives set by the last Council meeting in February.
- Council-approved objectives are then used by staff and Council to develop the annual budget in March – May of each year.
- Every four years (Presidential election years) the new Council also reviews and updates the City's Goals. The City should work to ensure goals are items in which real improvement is needed and achievable. Generally, goals should not be "maintain", but should be "improve". Any new Council could, of course, resolve to deviate from this Strategic Planning Framework and modify City goals outside of the specified four-year window. However, for organizational efficiency and community stability, the City should strive to keep goals for at least four years, using biennial objective setting and annual budgeting to affect change and adjust priorities.
- On a semi-annual basis, normally in the fall of each year, staff updates the Council on the status of the two-year budget objectives in an Annual Goals Update report and special Council Meeting.
- In March – May each year, the staff and Council develop a 1-year budget for the upcoming fiscal year: July 1 to June 30 of the following year. The two 1-year budgets every 2-year goal/objective period provide the Council ample opportunity to reallocate resources to achieve, or "weight" specific City Goals and Objectives.
- This entire process is underpinned and informed by a continuing 10-year budget forecast process that is updated annually in Jan – Feb. Every other year the 10-year forecast is

updated by an external professional consultant. In the off years it is updated internally by staff.

Transition Plan for the Morro Bay Strategic Planning and Budgeting Framework



- ★ Elections – Nov of even years, new Council seated in early January
- ★ Biennial Planning – Every other year in Jan and Feb Council updates 2-year objectives. every 4th year Council also updates 4-year goals.
- ★ Annual Budgeting – Every year in May and Jun Council updates approves a 1-year budget.

Overview. Beginning in December 2016 the City of Morro Bay executes a 4-2-1 Strategic Planning and Budgeting process.

- Following each election, the new council meets in Jan / Feb to establish 2-year objectives supporting each existing City Goal.
- Every four years this process begins in December and includes renewal of the City's goals.
- The staff then uses the new objectives to inform creation of the City's annual budget.
- The entire process is underpinned by a 10-year budget forecast that is professionally (externally) updated every other year and internally updated every year.

Figure 1 – Strategic Planning and Budgeting Framework

V. SUMMARY

This Strategic Planning and Budgeting Framework is intended to complement the City's broader and more specific plans, including the General Plan, Local Coastal Plan, Economic Development Strategic Plan and other land-use and issue-specific plans.

The above mentioned plans coupled with this Goals and Objectives process should serve, taken as a whole, as the City's strategic plan. Following full implementation of the ongoing GP/LCP rewrites in 2017, and 10-year Economic Development Strategic Plan in 2016, the City could consider if an additional, formal, 10-year strategic plan is required.

David W. Buckingham
City Manager
November 5, 2015

City of Morro Bay
FY 2016/17
Initial Draft Program / Budget Objectives
as of: Jan 7th, 2016

Goal #1 - Develop New WRF

- a) **Public Participation.** Continue to pursue robust public input on site design and aesthetics opportunities/process associated WRF project, site and ancillary facilities.
- b) **Property Acquisition.** Complete property appraisal, make first earnest money payment, and close on property.
- c) **Facility Master Plan.** Complete the facility master plan.
- d) **Environmental Review.** Complete and certify environmental review.
- e) **SRF Loan Application.** Complete state revolving fund (SRF) construction loan application.
- f) **Grant Funding.** Investigate and pursue additional Proposition 1 grants applicable to the WRF project.
- g) **Annexation.** As part of the GP/LCP process, evaluate possible annexation of property acquired for the WRF and bring to Council for decision.
- h) **Construction Delivery Decision.** Bring to council for decision the method of procurement to be used for construction of the WRF.
- i) **Construction RFP.** Issue a Request for Proposal to pre-qualify design-build or builder teams, dependent on procurement method, to participate in the bidding process.
- j) **Construction Contract.** Issue a design-build or other design/construction contract approved by Council.
- k) **Cayucos Participation Decision.** Bring to council for decision final throughput design / construction requirement based on Cayucos CSD decision on participation in the MB WRF project.
- l) **Cayucos Decision.** Work with the Cayucos Sanitary District to frame decision regarding future ownership of shared property at existing WWTP site.
- m) **City Corporation Yard Transition.** Complete design and identify funding requirements for possible City corporation yard component of the WRF project.

Goal #2 - Improve Streets

- a) **2018 Funding Initiative.** Research and bring to council for direction process and preparatory actions for a 2018 supplemental funding initiative for streets
- b) **Traffic Calming.** Complete three to five traffic calming projects at appropriate locations as funding and needs dictate.

City of Morro Bay
FY 2016/17
Initial Draft Program / Budget Objectives
as of: Jan 7th, 2016

- c) **Water and Sewer Franchise.** Research and bring to council for direction information on the possible implementation of a Water and Sewer franchise fee to improve streets.
- d) **Traffic Signs.** Replace 20% of non-conforming traffic signs.
- e) **Traffic Markings.** Refresh Street markings in conjunction with the 2016 paving program.
- f) **Bike Needs.** Complete specific items from the unmet bike needs list that are funded in the FY16/17 budget process.
- g) **Bike Lane Painting.** Bring to council in the budget scaled proposals for green painting various bike lanes including extensions through intersections as appropriate.

Goal #3 - Review and Update Significant City Land Use Plans

- a) **GP/LCP Public Input.** Pursue robust public input in the continuing GP/LCP process.
- b) **Zoning Option for GP/LCP update.** Bring to council for consideration a proposal to add a full zoning update/overhaul to the GP/LCP update as part of the Mid-Year Budget discussion.
- c) **WRF Property Masterplan.** Complete site master plan for any property optioned / acquired for WRF construction.
- d) **Wireless Ordinance.** Update wireless ordinance and process through Coastal Commission.
- e) **Downtown/Waterfront Strategic Plan (DWSP).** Consider incorporating the downtown/waterfront strategic plan into the GP/LCP process. Complete the DWSP part of the plan.
- f) **Northern Waterfront Implementation Plan.** Update the Northern Waterfront Implementation Plan and/or consider integration into the Waterfront Master Plan/General Plan/Local Coastal Plan process.

Goal #4 - Maintain Core Public Safety Services

- a) **Speed Survey.** Update citywide speed survey to determine appropriate safe driving speeds for all streets.
- b) **Marijuana Ordinances.** Begin a robust public discussion, informed by the results of a likely marijuana “recreational use” initiative on the November 2016 ballot, that results in Council consideration and action on all aspects of marijuana cultivation, medical and possible recreational use.

City of Morro Bay
FY 2016/17
Initial Draft Program / Budget Objectives
as of: Jan 7th, 2016

- c) **41/Main Street Intersection Funding.** Research options and bring to Council for decision the required 50-percent local match (~ \$2M) to the Highway 41 , Main Street and Highway 1 (ramp) Intersection improvement project.
- d) **San Jacinto and Main.** Implement, or, research and bring to council for direction, a proposal to improve the perceived safety issues crossing Highway 1 and Main Street at the San Jacinto Street intersection.
- e) **Easter Street.** Research and bring to Council for direction a proposals to improve the perceived safety concerns on Easter Street near Highway 1.
- f) **Good Neighbor Campaign.** Plan and implement a “Good Neighbor Campaign”, including aspects of Public Safety and Code Enforcement.
- g) Something on CERT/EOC
- h) **Warning Citations.** Research and bring to council for approval changes to various sections of the MBMC that currently require 1st offence warnings for all violations of the code.
- i) **Public Safety Scrub of MBMC.** Complete a thorough review of all public safety ordinances in the MBMC and bring recommended changes to Council for decision.
- j) **Strategic Plan Implementation.** Implement certain items to be identified from the 2015/16 Police Department and Fire Department strategic plan updates.
- k) **Public Education.** Provide 3 CERT training sessions for the public and multiple Hands-Only-CPR presentations with the goal to educate 500 citizens in Hands –Only-CPR.

Goal #5 - Ensure Fiscal Sustainability

- a) **Budget Forecast.** Complete a, professional, external, 10-year budget forecast in Jan-Mar 2017 with the new Council.
- b) **Budget Transparency.** Consider and implement additional budget transparency / citizen participation actions.
- c) **CFAC Review.** Review and refine the roles and responsibilities of the Citizens Finance Advisory Committee after their first full year of operation.
- d) **Community Choice Aggregation.** Partner with regional entities to further research possible implementation of a Community Choice Aggregation approach to energy choice.
- e) **Budget Policies.** Adopt a comprehensive set of financial and budget policies to provide a meaningful and easily understood framework for maintaining financial discipline. (MP Recommendation)

City of Morro Bay
FY 2016/17
Initial Draft Program / Budget Objectives
as of: Jan 7th, 2016

- f) **Cost Allocation Plan.** Prepare an OMB A-87 compliant Cost Allocation Plan on which to base contributions from all funds. Consider cost allocation study in FY17. Work OMB A-87 requirements into that product or existing product. (MP Rec.)
- g) **Vehicle Replacement.** Determine City vehicle requirements, then determine replacement costs over a 15-year period to estimate the total costs required to fund replacements on an annual basis.
- h) **RV Camping Areas.** Research and bring to council for direction proposals for establishing paid RV/camping areas in the city. (MP Rec.)
- i) **Trolley Program Evaluation.** Evaluate the popularity of the trolley program among residents, tourists, and business owners and bring recommendations to Council for that may redirect some funding to street improvement. (MP Rec.)
- j) **Recreation Programming.** Evaluate partnerships and/or contracting opportunities to increase the range recreation programming through the use of external service providers. (MP Rec.)

Goal #6 - Support Economic Development

- a) **Tidelands Trust Lease Management Policy.** Update and revise the City Lease Management Policy.
- b) **Economic Development Strategic Plan Adoption.** Bring to council for adoption the Economic Development Strategic Plan due to be complete in June 2016.
- c) **MBPP.** Placeholder for objective related to MBPP.
- d) **Business Community Partnerships.** In collaboration with the Morro Bay Chamber of Commerce and other crucial economic development partners, seek to enhance coordination between retail / restaurant / activity and hotel sectors.
- e) **Business Information On Website.** Complete a full renovation of the “Doing Business” section of the City’s website to enhance service for existing businesses and better market to potential new business for Morro Bay.
- f) **Business Incentives.** Research, evaluate, and report to council on business incentive opportunities that may encourage existing business reinvestments in Morro Bay or recruit new businesses to the community.
- g) **Business Support Services.** Research, evaluate and report to council on opportunities to provide City-based support services for local businesses, which could include partnerships with additional economic development agencies.

City of Morro Bay
FY 2016/17
Initial Draft Program / Budget Objectives
as of: Jan 7th, 2016

- h) **Commercial Real Estate Inventory.** Partner with a local real estate agent to create a commercial real estate inventory and market this information on the City's website.
- i) **Aquarium Project.** Work closely with the Central Coast Aquarium to bring a Concept Plan for approval to Council and Coastal Commission.
- j) **Business Improvement Districts.** Explore other business improvement district opportunities in Morro Bay and report to council on various options.
- k) **Economic Development Code Scrub.** Complete an analysis of the Morro Bay Municipal Code to revise/remove policies that impede or hamper an improved business climate.
- l) **Maritime Museum.** Update the current MOU and complete a license agreement with the Central Coast Maritime Museum.
- m) **Morro Bay as a Destination.** Likely using our existing "Discover your Better Nature" trademark and in coordination with Morro Bay hotels, restaurants, retail and activities, take action in multiple areas to more holistically market Morro Bay as a destination including "Discover Better": dining, biking, paddle sports, bird watching, shopping, surfing, wildlife, hiking, wine tasting, etc.

Goal #7 - Improve City Infrastructure, Facilities and Public Spaces.

- a) **Market Street Bluff / Centennial Parkway Area Revitalization.** Begin a public process and bring to Council ideas for revitalization of the city owned properties adjacent to Centennial Parkway, including the Front Street parking lot, the Branigans / Distasios building, and the city-owned parking lot at Market and Pacific.
- b) **Implementation of Concept Plans.** Depending on public input and funding, complete design, research funding tools and begin implementation work on various projects including Centennial Parkway revitalization, Embarcadero Promenade, and the area including 781 Market Ave / Front Street Parking Lot and the parking lot at Market and Pacific."
- c) **Parking Management Plan.** Implement specific parking management improvements directed by council resulting from the 2015/16 parking management plan review.
- d) **ADA Compliance Improvements.** Complete \$50K of ADA compliance improvements, or as set by the FY2016/17 budget.
- e) **Signage and Branding.** Install new welcome, wayfinding and street signs based on updated city "branding" resulting from the Vision / Values and DWSP projects.
- f) **Improve Trash Collection in Public Areas.** Research and bring to Council a proposal to increase the frequency of public trash collection in public areas.

City of Morro Bay
FY 2016/17
Initial Draft Program / Budget Objectives
as of: Jan 7th, 2016

- g) **Tree Trimming.** Research and bring to council for direction a proposal to increase the frequency of tree trimming in the downtown from ~5 years to ~2 ½ years.
- h) **Community Beautification.** Implement specific Community Heritage and Beautification projects / ideas approved by Council.
- i) **ESH Fencing.** Fence the Environmentally Sensitive Habitat (ESH) between the Embarcadero dirt extension and the Morro Bay Power Plant property in the same manner as the ESH fencing on the opposite side of the road.
- j) **City Hall Functional Improvements.** Complete partial remodeling of MB City Hall.
- k) **Facility Maintenance Program.** Update the Facility Maintenance Program using priority setting in time to influence the 2017/18 budget cycle. (MP Rec.)

Goal #8 - Enhance Quality of Life

- a) **Parks Master Plan.** Update the parks master plan.
- b) **Community Pool Planning.** Prepare for, and enact, the overall management of community access at the new Morro Bay High School/Community Pool.
- c) **City-Sponsored/Partnered Events.** Execute the following City/Partnered Events: Fourth of July, Rock to Pier Run, Downtown Trick-Or-Treat (partner with the Chamber of Commerce), Lighted Boat Parade/Christmas Tree Lighting (partner with Rotary).
- d) **Sea Otter Awareness.** Take specific action to raise awareness of Sea Otter protection practices and participate in the 2016 Sea Otter Awareness Week.
- e) **Fall Concerts.** Research, partner, and bring to council a proposal for an autumn concert series.
- f) **Downtown Friday Series.** Research, partner, and bring to council a proposal for a summer "Downtown Friday Night" series that could include street closures for concerts, other entertainment and food and beverage opportunities for local businesses in the public right-of-way.
- g) **Pickleball Court Space.** Research and present to council opportunities for additional, future Pickleball court space.
- h) **Recreation Guide.** Sponsor and publish the Morro Bay Recreation Programs Guide in Fall, Winter and Spring beginning Fall 2016.
- i) **Vet's Hall Renovation Planning.** Bring to council a proposal for partial revitalization of Vets Hall.
- j) **Public Meeting Broadcasts.** Bring to council a proposal for upgrading City-owned broadcast equipment used to video and broadcast public meetings.

City of Morro Bay
FY 2016/17
Initial Draft Program / Budget Objectives
as of: Jan 7th, 2016

- k) **Community Paramedicine.** Research and partner with other EMS agencies in our County for possible proposals for federally funded Community Paramedicine Programs starting after 2018.

Goal #9 - Improve Water Supply Diversification

- a) **State Water Planning.** Assess the long-term requirements for continued participation in the State Water Project, conduct initial determination what level of participation is appropriate, and identify timeline for contract renewal.
- b) **Desal Permit.** Submit permit application for full time use of the City desal plant as part of the City's water portfolio.
- c) **Desal Location.** Research and bring to council for decision options to relocate the City desal plant.
- d) **Planning.** In concert with the GP/LCP update complete Master Plans for Water Supply, Water System, Wastewater Collection, and stormwater as a "One Water" Plan.
- e) **Chorro Creek Basin Evaluation.** Evaluate if the Chorro creek groundwater basin is a viable water source and is required in the city portfolio.
- f) **Conservation.** Maintain Water Conservation Program funding and continue conservation programs and public awareness to meet state-mandated conservation requirements.
- g) **CMC Emergency Exchange Agreement.** Compete emergency exchange agreement with CDCR for CMC water.

Goal #10 - Improve City Operations

- a) **IT Support.** Assess opportunities to enhance IT help desk support services through supplemental, contractual support.
- b) **IT Disaster Protection.** Move City computer servers from City Hall to the Fire Station.
- c) **Records Management.** Develop a prioritized, budgeted short- and long-term plan for improving records management policies and procedures, including development of a trustworthy electronic records system, and staff education regarding legal requirements and best practices.
- d) **Compensation Study.** Complete a professional, external, comparative study of City of Morro Bay compensation policies and levels to ensure both taxpayers and employee

City of Morro Bay
FY 2016/17
Initial Draft Program / Budget Objectives
as of: Jan 7th, 2016

interests are appropriately served. Complete the study in time for 2017/18 MOU negotiations.

- k) **Lease Management Office Reorganization.** Research and bring to Council for consideration transferring Harbor lease and property management functions to the Administrative Services Department or another City Department. (MP Recommendation)
- e) **MBMC and City Organization.** Review and bring to council for consideration changes to the MBMC related to city staff organization.
- f) **Succession Planning.** Develop a succession planning framework and conduct detailed succession planning for positions at high risk for turnover. (MP Rec.)
- g) **Harbor Maintenance.** Evaluate transferring harbor maintenance functions to public works. (MP Rec.)
- h) **GIS.** Research and bring to council for decision options for providing comprehensive geographic information system data for both internal and customer serving applications.
- i) **Employee Wellness.** Research and implement, or bring to Council for approval (as required), a voluntary program to encourage employee wellness.
- j) **Employee Health Options.** Begin research and update council on alternatives to provide more responsive and more affordable health care delivery.